

Department of Commerce

FY 2003 HRM Accountability System

Emphasis Areas	Standard for Success	Outcomes	Measurements
Strategic Alignment	<i>Agency human capital strategy is aligned with mission goals and organizational objectives and is integrated into strategic plans, performance plans and budgets.</i>	The Human Capital Plan (Workforce Restructuring Plan) meets the President's objectives for strategic human capital management, and actions are taken based on the Plan to redeploy human capital to "frontline" services.	<ol style="list-style-type: none"> 1. Human capital planning and activities are clearly articulated, aligned and measured in agency strategic documents (i.e., Strategic Plan, APP/APPR, budget documents, etc.). 2. Human capital programs are assessed annually. 3. Documented Human capital plan(s) and action plans are in place.
Workforce Planning & Deployment	<i>Agency is citizen-center, delayed, and missions focused, and leverages e-government and competitive sourcing.</i>	An explicit workforce planning strategy and program are in place to manage human capital needs, competency development, workforce and workload requirements.	<ol style="list-style-type: none"> 1. Documented workforce planning policy is in place. 2. Workforce planning reports and studies are used to assess organizational deployment strategies. 3. Current and future human capital needs are assessed annually and appropriate actions taken.
	Support the President's initiative to appropriately identify activities appropriate for competitive sourcing examination.	HR commercial activities are properly identified, as measured by reports to the OMB. Costs are reduced, as measured by budgetary reports.	<ol style="list-style-type: none"> 1. Annual FAIR Act inventory is completed. 2. Employees are notified of planned studies and outcomes. 3. Appropriate training is provided to support competitive sourcing activity.
Strategic Work Force	<i>Agency has closed most mission critical skill gaps/deficiencies and has plans to close all.</i>	Improve recruitment and retention of scientific and technical personnel.	<ol style="list-style-type: none"> 1. Desired recruitment/retention rate for employees in scientific fields is achieved, as measured by staffing levels in critical occupations, i.e., the percentage of FTE authorizations filled for such positions. 2. Tracking, recruitment, hiring and retention activities are evaluated annually to ensure compliance with merit system principles.

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Strategic Work Force cont'd	HR professionals are skilled, adaptive, and possess the best, most accessible tools.	Professionals are customer-focused, and have the competence, support, and motivation to meet the challenges of shifting and increasing expectations, as measured by survey data about quality and timeliness from supervisors and employees. Tools, such as the Commerce Opportunities On-Line (COOL) system and the Time and Attendance system (WebTA), are maintained and enhanced to the maximum extent permitted by budgetary constraints, as measured by self-assessment and surveys of supervisors and employees. Enhancements include such things as simplifying the application process, improving the evaluation of applicants, and shortening the length of time between initiating a recruitment action and employee selection. Automated tools have updated security plans and audit procedures, as measured by security reviews. The bureau HR web pages contain information that is appropriate, timely, and useful, as measured by surveys of employees and supervisors.	<ol style="list-style-type: none"> 1. All HR team members have IDP's in place. 2. Competencies are assessed annually in light of current and future mission requirements. 3. Quarterly staff development activities are scheduled. 4. Quarterly program reviews, customer surveys and regular assessments are conducted to identify areas for continual improvement. 5. COOL enhancements are planned and implemented in response to survey data.
	Develop succession plan for Senior Executive Service (SES) positions.	Plan is comprehensive and effective, resulting in many high quality candidates for SES positions. The success of the plan will be measured by surveys and interviews of top management, as well as a review of the retention rates of SES employees.	<ol style="list-style-type: none"> 1. Conduct candidate survey feedback instruments. 2. Conduct management feedback instruments. 3. Assess quality, quantity and diversity of candidate class.

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	Implement a Pay Demonstration Project for OHRM to ensure the Department can compete for HR talent.	Project features are timely and efficient, as measured by reviews of the Demonstration Project Team.	<ol style="list-style-type: none"> 1. Employees and managers are appropriately trained on new system. 2. HR technology systems support the demo project. 3. Conduct on-going customer satisfaction surveys to identify areas for continual improvement.
Performance Culture	<i>Commerce has a diverse, results-oriented, high performing workforce, which differentiates between high and low performance, and links individual, team and unit performance to organizational goals.</i>	The agency's culture motivates employees to high performance, based on their contribution to the work of the organization.	<ol style="list-style-type: none"> 1. Implement state-of-the-art performance management system which assists managers in retaining high performers and in dealing effectively with poor performers. 2. Examine a variety of metrics such as the percentage of employees who receive awards and the percentage of employees who have performance-based actions taken against them.
	Employees are focused on achieving the results expected of them.	Employees understand the agency's vision and goals, how their work fits into the organization, and how they contribute to mission accomplishment. Employee performance elements and standards are clearly linked to the agency's mission and goals. Recognition and rewards differentiate performance.	<ol style="list-style-type: none"> 1. Employee performance plans are linked to the agency's strategic plan. 2. Distribution of employee awards are fair and equitable based on statistical assessment and employee perceptions.

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HR Accountability	<i>Agency human capital decisions are guided by a data-driven, results-oriented accountability system.</i>	HRM activities are carried out in accordance with the Department's approved Accountability Plan, merit system principles and pertinent laws, rules, and regulations.	<ol style="list-style-type: none"> 1. Annual employee and customer feedback surveys to assess that employees and supervisors believe those significant personnel actions, including appointments, promotions, and awards are based on merit; followed-up by action planning based on the results. 2. Systematic bi-annual review of HR data to assess consistency of actions, and determine impact/results of HR policy. 3. Review the number of administrative grievances and complaints of prohibited personnel practices. 4. Agency conducts a formal internal review of designated HR practices and procedures annually with documented finding and action plans.
	There is an effective HRM Accountability System in place.	The system reflects the latest Office of Personnel Management (OPM) and OMB metrics to the extent feasible and appropriate, as measured by self-assessment, and periodic reports issued by a review team established to conduct regular reviews of the system; as needed, additional measurement tools (such as surveys) are developed and used, as measured by periodic reports of the review team; a clear, concise, and useful accountability guide is issued for use by the bureaus, as measured by the results of surveys.	<ol style="list-style-type: none"> 1. Conduct annual assessment of HR Systems. 2. Establish schedule of internal control reviews. 3. Establish formal survey program.

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Diversity	<i>The agency environment is characterized by inclusiveness of a variety of styles and personal backgrounds and is responsive to the needs of diverse groups of employees.</i>	The workforce is demographically representative, in a work environment promoting respect and encouraging collaboration through the sharing of different views and perspectives.	<ol style="list-style-type: none"> 1. Employee surveys reflect a perception of fairness and equity. 2. Diversity goals are realistic and are being met, as measured by EEO statistical reports. 3. Memoranda of Understanding (MOU) with Hispanic Serving Institutions (HIS) and other Minority Serving Institutions (MISS) generate graduates in appropriate disciplines who are successfully employed. 4. Supervisory training and performance reflect skills in managing a diverse staff.
Knowledge Management	<i>Commerce systematically provides programs and tools for knowledge sharing department-wide in support of mission accomplishment</i>	Employees and managers have access to comprehensive, as well as automated training tools and services to obtain and develop institutional knowledge, and identify and meet new competencies needs. Tools are comprehensive, efficient, and user friendly, as measured by surveys of employees and supervisors.	<ol style="list-style-type: none"> 1. Employee survey reflects continuous learning culture 2. Implement documented policy and objectives which address learning management and employee development processes.